

ELIZABETH CITY STATE UNIVERSITY

STRATEGIC PLAN 2009 - 2014



WILLIE J. GILCHRIST, Ed.D.
CHANCELLOR



TABLE OF CONTENT

MESSAGE FROM THE CHANCELLOR	1	SECTION V:	
EXECUTIVE SUMMARY	2	OBJECTIVES AND STRATEGIES	18
INTRODUCTION	3	Global Readiness:	
SECTION I:		Objectives and Strategies	
THE UNIVERSITY PLAN	4	Higher Education Access:	
Purpose of the Strategic Plan		Objectives and Strategies	
Objectives		Public Education Improvement:	
Appointment and Charge to the Committee		Objectives and Strategies	
History of the University		Our Communities and	
Mission Statement		Their Economic Transformation:	
Vision Statement		Objectives and Strategies	
Our Core Values		Our Environment:	
Institutional Goals 2009 – 2014		Objectives and Strategies	
SECTION II:		Our University's Outreach	
THE UNIVERSITY ENVIRONMENT	9	and Engagement:	
Strengths		Objectives and Strategies	
Challenges		Our Health: Objectives and Strategies	
Opportunities		Our Diversity: Objectives and Strategies	
SECTION III:		Our Graduates: Objectives and Strategies	
UNIVERSITY PLANNING			
AND BUDGETING	12	SECTION VI: TARGETS 2009 – 2014	30
Elizabeth City State University's		APPENDICES	54
Planning and Budgeting Process		APPENDIX A: SHARED GOVERNANCE	55
Steps in the Biennial Budget Preparation Process		Elizabeth City State University Board of Trustees	
- Budget Administration and		Chancellor of Elizabeth City State University	
Execution – Capital Improvements		Chancellor's Cabinet	
- Budgetary Reporting		Faculty Senate	
- Integration with the University		Staff Senate	
of North Carolina Planning Process		Student Government Association	
- Campus Process for Allocation		Chancellor's Administrative Council	
of Continuation Budgets and Enrollment		Strategic Planning Council	
Increase Funding		APPENDIX B:	
SECTION IV:		ORGANIZATIONAL STRUCTURE	57
INSTITUTIONAL GOALS			
AND OBJECTIVES 2009-2014	15		
Global Readiness			
Higher Education Access			
Public Education Improvement			
Our Communities and Their			
Economic Transformation			
Our Environment			
Our University's Outreach and Engagement			
Our Health			
Our Diversity			
Our Graduates			



MESSAGE FROM THE CHANCELLOR

**Dear Colleagues, Students,
Trustees, and Alumni,**



In 2007, Elizabeth City State University began a campus-wide effort to outline its goals for the next five years and to reaffirm its mission and vision. That hard work has resulted in this 2009-2014 Strategic Plan. When I became the 9th Chancellor of Elizabeth City State University, I recognized that the 2004-2009 Strategic Plan had been extremely influential in moving the University to new levels of excellence in academic research and student engagement. While the basic principles of the plan were good and continue to be relevant, it was time for the university community to strengthen its Strategic Plan and develop a transformational roadmap toward institutional excellence.

I ensured active participation and transparency through numerous meetings and forums throughout the campus. Faculty, staff, and students participated in the endeavor, and their ideas were influential in determining the form and substance of our plan. Inspired by our work with UNC Tomorrow, the 2009-2014 Strategic Plan reflects an exchange of ideas, which developed into sound institutional goals. These goals will aid us in responding to the challenges we face and the opportunities we must seize. Effective strategic planning involves strong organizational support at all levels of the institution. Likewise, I commend the faculty, deans, staff, and administration for their detailed and comprehensive appraisal of where we are and where we expect to be in the next five years and beyond.

The environment around us is changing more rapidly than ever before, and the pursuit of knowledge through higher education has expanded considerably. Elizabeth City State University will offer more distinctive educational experiences to prepare our students for a changing world. By 2014, our strides today will move us further as an institution, and our students will have the skills they need to increase their knowledge base, embracing the Viking tradition of lifelong learning.

I want to thank everyone who contributed their time and dedication to the process. I look forward to working with everyone as we strive to achieve our goals.

Sincerely,

Willie J. Gilchrist
Willie J. Gilchrist, Chancellor





EXECUTIVE SUMMARY

The Elizabeth City State University (ECSU) 2009-2014 Strategic Plan is positioned within the framework of our regional needs, and the state of North Carolina's vision for higher education. Through vigorous expansion of educational programs and a growing emphasis on research aimed at regional, statewide, and national needs, ECSU strives to become a premier public university. Over the next five years, ECSU will build on existing strengths, including participation in the regional economy of northeastern North Carolina through educating the labor force needed in an information-based economy. In addition, the 2009-2014 Strategic Plan calls for a challenging combination of maintaining our existing pathways to success and seeking innovations through achievement of nine fundamental goals. These nine goals set an ambitious but achievable agenda for the future:

1. Global Readiness
2. Higher Education Access
3. Public Education
4. Our Communities and their Economic Transformation
5. Our Environment
6. Our University's Outreach and Engagement
7. Our Health
8. Our Diversity
9. Our Graduates

ECSU enters a new decade with extraordinary momentum. Furthermore, as we progress toward new endeavors, the 2009-2014 Strategic Plan builds on the accomplishments of our previous plan. Some of our successes include:

- Student enrollment increased by 32% to set an all-time enrollment record;
- Developed and implemented new baccalaureate programs in Pharmaceutical Science, Marine Environmental Sciences, Aviation Science, Communication Studies, and Graphic Design;
- Developed and implemented a new graduate program in School Administration;
- Increased organized research and the levels of external funding received by public and private sources by 34%;
- Successfully replaced our outdated student information database system with a more efficient and effective system.

The abovementioned accomplishments are related to the six goals documented in the previous strategic plan. These accomplishments affirm our commitment to teaching, research, and community engagement.





INTRODUCTION

ECSU commissioned the initial Strategic Plan for Elizabeth City State University in December 1995 in recognition of the need to move the university to a firmer foundation of improvement through sound planning and systematic assessment and use of outcomes. As in the initial plan, a cross-section of university personnel collaborated to formulate the revisions and changes in the goals and objectives for the Strategic Plan for 2009-2014. The revisions in the current comprehensive Strategic Plan for 2009-2014 are essential to continuous university improvement.

This document clarifies the university's mission; enhances decision-making and communications; improves the organizational structure and its effectiveness; minimizes systemic deficiencies; strengthens the quality of all academic programs and services, and consequently, it will provide for an increase in student enrollment. The collective

insights and ideas of the internal and external constituents of ECSU will provide assistance to the administration and the broader university community in order to implement a visionary and well-focused Strategic Plan that will guide ECSU for the future.

The ECSU Board of Trustees continues to lend strong support and leadership to the university's planning and evaluation process. The Board recognizes the enormous pressures for change and improvement in higher education, the fiscal uncertainties impacting colleges and universities, and the necessity for an administrative organization that designs and leads the planning and implementation of a functional system that supports timely decision-making, enhances organizational communications, and provides appropriate resource allocations. To this end, the ECSU Board of Trustees provides its leadership, financial resources, and active participation in quarterly meetings, yearly planning retreats, and other educational forums and activities.





SECTION I: THE UNIVERSITY PLAN

Purpose of the Strategic Plan

During difficult economic times, solid plans are the tools that help administrators sort through the myriad of options when deciding how to allocate resources and encourage organizations to work collectively toward achieving common goals. Approaching the development of the strategic plan in partnership with faculty and staff helps to foster support of the vision with respect to where the institution is heading, so that we might all better understand how our work helps accomplish the mission. A solid strategic plan helps frame the story of the institution so that recruiters, for example, are better able to respond to inquiries from prospective students. Lastly, a solid strategic plan helps encourage donors to consider that giving to ECSU will facilitate students' dreams by providing financial support for their education.

The ECSU 2009-2014 Strategic Plan will be measured by the institution's ability to attract and retain engaged students, to accomplish our educational goals for those students, to recruit and retain outstanding faculty and staff, and to attract

increasing numbers of donors to support the mission of the institution.

The purpose of ECSU's Strategic Plan for 2009-2014 is to communicate an overall direction for the University, to provide specific goals for determining desired outcomes for this particular timeframe, and to provide a persuasive vision for students, faculty, staff, alumni, trustees, and donors. We will use this strategic plan as a tool to strengthen the institution.

Objectives

The objectives of this document are to:

(a) explain the university's mission; (b) enhance decision-making and communication; (c) improve the effectiveness of the organization; (d) reduce systemic inefficiency; and (e) strengthen the quality of all academic programs and administrative services.

ECSU has experienced considerable growth over the past five years and has seen steady progress in attracting outstanding students. We have improved the quality of the entering undergraduate class. We have added new programs, revised curricula, increased our success in grant funding, furthered the integration of



technology and distance education, expanded our international involvement and campus diversity, and broadened community partnerships. In addition, we have significantly improved our physical infrastructure. Consequently, in order to maintain momentum, we must continue to use the strategic plan to measure institutional progress.

The first section of the plan begins with an explanation of its purpose and subsequent objectives and conveys the history, mission, vision, core values and university goals for 2009-2014. The second section addresses ECSU's identified strengths, challenges, and opportunities. The third section outlines the university planning and budgeting process. The fourth section outlines the goals that will guide the university over the next five years. The fifth section details university objectives and strategies. The sixth section delineates assessment targets for 2009-2014. The plan concludes with an appendix that illustrates the ECSU context of shared governance.

Appointment and Charge to the Committee

The Strategic Planning Committee will present the document to the Board of Trustees in December 2009. The continued success of the institution demands that we decide how we move forward. This process provides an opportunity to re-engage the campus and allow faculty, staff, students, alumni, and trustees to set the course for our future.

I charge us to remain focused on the following goals: (a) Global Readiness, (b) Access to Higher Education, (c) Improving Public Education, (d) Our Communities and their Economic Transformation, (e) Our Environment, (f) Our University's Outreach and Engagement, (g) Our Health, (h) Our Diversity, and (i) Our Graduates. I am proud to be part of this institution and look forward to working with the Strategic Planning Committee on this important task.

– Dr. Willie J. Gilchrist, Chancellor

History of the University

Elizabeth City State University was founded on March 3, 1891, when House Bill 383 was enacted by the North Carolina General Assembly, establishing a normal school for the specific purpose of “teaching and training teachers of the colored race to teach in the common schools of North Carolina.” The bill was sponsored by Hugh Cale, an African-American representative from Pasquotank County. Between 1891 and 1928, curricula and resources were expanded under the leadership of Peter Wedderick Moore. Enrollment increased from 23 to 355 and the faculty from 2 to 15 members by the time Dr. Moore retired as President-Emeritus on July 1, 1928.

Under the leadership of John Henry Bias, the second president, who served from July 1, 1928 until his death on July 15, 1939, the institution was elevated from a two-year normal school to a four-year teachers college in 1937. The institution's name was officially changed to Elizabeth City State Teachers College on March 30, 1939, and the mission was expanded to include “the training of elementary school principals for rural and city schools.” The first Bachelor of Science degrees in Elementary Education were awarded in May 1939.

A vocational-technical program was organized in 1957. Curricular offerings were expanded between 1959 and 1963 from a single elementary education major to 12 additional academic majors. Currently, ECSU offers 38 baccalaureate degree programs in the basic arts and sciences and selected professional and pre-professional areas, and selected master's degree programs through four schools--the School of Arts and Humanities; the School of Business and Economics; the School of Education and Psychology; and the School of Mathematics, Science and Technology.

The college was granted full membership in the Southern Association of Colleges and Schools in December 1961. Its accreditation has since been reaffirmed. The name was changed from Elizabeth City State Teachers College to Elizabeth City State College by the General Assembly in 1963. Effective July 1, 1969, the college became Elizabeth City State University. In 1971, the



General Assembly redefined The University of North Carolina system with all sixteen public senior institutions, including ECSU, becoming constituents of The University of North Carolina, effective July 1972.

When ECSU began operation on January 4, 1892 with 23 students, it did so in rented quarters with a budget of \$900. Today, the faculty and student body are increasingly multicultural. Enrollment is also increasing. There were 2,577 students enrolled during the spring (2007) semester and 3,061 students enrolled in the fall of 2007. After the spring 2007 commencement, over 16,000 alumni held our undergraduate and graduate degrees. The library contains over 199,880 books; 487,732 microforms; 77 databases; 1,297 sound recordings; 390 videotapes and films; and 1,735 serials and subscriptions. There are 862 acres of land, of which 200 represent the campus proper.

As ECSU's history continues to evolve, highlights of the last decade include a doctor of pharmacy degree in collaboration with UNC-Chapel Hill (August 2005); the first four master's degree programs in Elementary Education, Biology, Mathematics, and School Administration; and six baccalaureate degree programs—Marine Environmental Science, Social Work, Communications Studies, Aviation Science, Pharmaceutical Science, and Graphic Design; and a Center of Excellence in Remote Sensing Education and Research (2003). Between 1999 and 2006, ECSU repeatedly earned national acclaim in American's Best Colleges (U.S. News and World Report) magazine for its top five ranking in the category of "Top Public Comprehensive Colleges" in the south. The Education Trust national report recognized ECSU in 2004 and 2005 for its high graduation rate. NCAA Foundation and USA Today ranked ECSU among the top 10 Division II colleges for the graduation rate of its student-athletes (2001 and 2002).

In 2000, ECSU began designing capital improvement projects funded by \$46.3 million from the state's Higher Education Bond Referendum. The results were a Physical Education/Field House (2003), University Suites

residence hall (2004), and a student center (2005). Viking Village, a student residence hall adjacent to the campus main entry, resulted from a university-private partnership (September 2004). In July 2004, the NC General Assembly allotted \$28 million to construct facilities for a pharmacy program.

Between 2006 and 2007, the university earned more notable credits: The ECSU School of Education and Psychology was named a North Carolina Teaching Fellows Program institution by the NC Teaching Fellows Commission. Four North Carolina students earned a 4.0 cumulative grade point average and were named "Bearers of the Mace" (Spring 2007) for the first time in history.

In sports, the ECSU football Vikings won the 2006 CIAA Eastern Division Championship; the Lady Vikings basketball team won the CIAA Eastern Division Championship in 2007 and was the runner-up for the 2007 CIAA Championship; the Vikings basketball team won the 2007 CIAA Championship for the first time in 26 years. Both basketball teams earned the privilege of competing in the NCAA Division II Playoffs in 2007. The Lady Vikings Volleyball team were the 2007 Eastern Division Champions of the CIAA conference, a feat that reflects their best season in school history: 21-11 overall. In 2008, Lady Viking Celeste Trahan and Viking Anthony Hilliard were named the CIAA Basketball Players of the Year. Trahan was the 2008 Daktronics NCAA Division II Women's Basketball Player of the Year. Head Basketball Coach Shawn Walker was named the CIAA's Coach of the Year (2008). The CIAA recognized the ECSU Lady Vikings as the female basketball team with the highest grade point average. *Diverse Issues in Higher Education* (2007) ranked the ECSU basketball and football teams #1 among Historically Black Colleges and Universities for their black male student-athlete graduation rate. The Vikings football team is the 2008 Eastern Division CIAA Champion and Head Football Coach Waverly Tillar is the 2008 CIAA (Football) Coach of the Year. The Lady Vikings are the 2008 CIAA Volleyball Champions and Head Coach Linda Bell is the 2008 CIAA (Volleyball) Coach of the Year.



After serving the university in an interim capacity, Dr. Willie J. Gilchrist became the ninth chief executive officer and Chancellor of Elizabeth City State University on March 15, 2007. On September 25, 2007, Dr. Gilchrist was officially installed.

There have been nine (9) chief executives of the institution since 1891:

- Peter Wedderick Moore (1891 – 1928)
- John Henry Bias (1928 – 1939)
- Harold Leonard Trigg (1939 – 1945)
- Sidney David Williams (1946 – 1958)
- Walter Nathaniel Ridley (1958 – 1968)
- Marion Dennis Thorpe (1968 – 1982)
- Jimmy Raymond Jenkins (1983 – 1995)
- Mickey Lynn Burnim (1995 – 2006)
- Willie J. Gilchrist (2006 – Present)

Mission Statement

Elizabeth City State University, a constituent institution of the University of North Carolina, offers baccalaureate, graduate, and professional programs for a diverse student body. The institution's rich heritage provides a firm foundation for its educational endeavors, as well as its role in serving the needs and aspirations of individuals and society.

Through teaching, research, and community engagement, Elizabeth City State University provides a student-centered environment, delivered in a manner that enhances student learning, while preparing its graduates for leadership roles and lifelong learning. The university is also a leader in facilitating sustainable economic growth, while safeguarding the unique culture and natural resources of the region.

Approved: Board of Governors for the University of North Carolina November 2009

Vision Statement

ECSU will be the premier public institution serving northeastern North Carolina, providing affordable academic programs and services of exceptional caliber in a nurturing environment. The university will attract and retain a diverse and highly qualified faculty that will educate and lead our students to become productive members of a global and increasingly interdependent society. ECSU will continue to be a leading partner in enhancing educational and cultural opportunities and improving the economic strength of the region.

Our Core Values

ECSU is guided by a commitment to excellence, which is personified in the subsequent group of core values the university strives to demonstrate and maintain.

- Accountability – Being responsible for our actions is part of the ECSU ethos. Administration, faculty, staff and students endeavor to continue to expand on the Quality already in existence at the university;
- Diversity – Diversity of viewpoints, experiences, and backgrounds are critical tools of a quality education in our global marketplace;
- Excellence – Excellence is the measure for teaching, learning, and service to the university community; and
- Preparing students holistically – The full measure of personal, professional, and social development of our students, faculty, and staff is an integral part of the ECSU philosophy: “To live is to learn.” Institutional Goals 2009 – 2014





INSTITUTIONAL GOALS 2009-2014

Global Readiness: ECSU will offer high-quality degree programs in a student-centered environment and will deliver them in a manner that enhances student learning and prepares graduates to be globally competitive leaders in the 21st century.

Higher Education Access: ECSU will, through its outreach programs and retention efforts, provide access to higher education for all citizens of North Carolina. ECSU recognizes that learning is a life-long process and thus provides opportunities for developing more joint and shared degree programs while making education more accessible and affordable.

Public Education: ECSU will remain actively engaged in supporting the 21 county school systems of northeastern North Carolina through initiatives and programs to improve classroom instruction, curriculum development, and K-12 professional development.

Our Communities and Their Economic Transformation: ECSU will foster collaborative relationships with regional partners to facilitate sustainable economic growth in the region.

Our Environment: ECSU will be proactive in collaborating with its community partners to improve the quality of life for current and future generations in northeastern North Carolina by addressing climate change, sea-level rise, and other environmental issues critical to the region.

Our University's Outreach and Engagement: ECSU will be more progressive in integrating outreach and engagement into its academic and support services to enrich the students, faculty, staff, and citizens of northeastern North Carolina.

Our Health: ECSU will work to reduce disparities in health by strengthening the health services and available resources for citizens in northeastern North Carolina and its surrounding constituents.

Our Diversity: ECSU will be committed to creating diversity in all aspects of University life.

Our Graduates: ECSU will produce graduates that are prepared for leadership roles and lifelong learning in a global society.





SECTION II: THE UNIVERSITY ENVIRONMENT

The Elizabeth City State University Strategic Planning Council identified strengths, challenges, and opportunities during meetings from September 2007 – December 2008.

Administrators, faculty, staff, and students reviewed information and provided input during the process of distinguishing and summarizing strengths, challenges, and opportunities.

Strengths

Our strengths are born out of our heritage of educating the citizenry of North Carolina and our role as one of the engines of economic development in the region. In addition, these strengths reflect a commitment to educational excellence within our academic divisions, a dedication to customer service, and a pledge to uphold the highest standards of ethics, collegiality, and professional integrity. The core of a thriving university is its faculty. ECSU has a dedicated and capable faculty, comprised of outstanding educators and researchers. A commitment by faculty to capturing grants and conducting

significant research has put ECSU in league with some of the most distinguished research universities in the United States. In addition to our outstanding faculty, the following list underlines widely shared views of ECSU's strengths:

- The university's location in an area poised for exponential economic growth and in close proximity to major government installations, research laboratories, defense contracting agencies, and outstanding cultural opportunities.
- The university's participation in the regional economy of northeastern North Carolina through its contribution to the educated labor force needed in an information-based economy.
- Exceptional alumni and dedicated friends as active partners in efforts to maintain excellence, and the growing impact of their support.
- Talented faculty focused on teaching and learning, advising and scholarship.
- Excellent academic reputation in teaching and research.





- Intense student and faculty interaction, enabled by a low student to faculty ratio.
- Staff who bring talent, skill, and dedication to their work and who strive to make a lasting contribution to student learning.
- Significant research productivity and funding.
- Strong undergraduate programs that offer outstanding value for resident and nonresident students.
- Strong and effective shared governance.
- Continuing efforts to improve the campus climate and efficiency for university stakeholders
- Well-established economic development opportunities

Challenges

Many of the challenges confronting ECSU are attributable to a need for increased financial resources. Elizabeth City State University operates within a framework rife with challenges common to most university environments. These challenges often include: (a) increased demand for transparency and accountability; (b) efforts to increase the global reach of the organization with respect to research and distance education; (c) increasing costs of education and financial aid; and (d) competition for faculty and students. The university has expanded rapidly over the last eight years with rising student enrollment. However, the physical infrastructure of the campus has not kept pace with enrollment. Thus, keeping up

campus facilities and its physical infrastructure is a primary challenge. The Strategic Planning Council identified the following challenges to achieving institutional goals:

- The university needs significant new space to meet the needs of our growing residential student body.
- The university must renovate older facilities.
- The university must continue to support the library's plan to provide complete electronic access to available materials and maintain a strong academic research collection.
- The university must improve our undergraduate retention rate.
- The university must seek to create a larger, more engaged group of alumni and constituents toward whom it can consistently look for shared commitment and financial support.
- The university must keep the most talented faculty and staff.
- The university must develop academic programs that will improve the university's global networking position.
- The university must communicate with constituencies in ways that clearly express the university's efforts and accomplishments.
- The university must preserve an attractive, safe, and functional physical environment.



Opportunities

Northeastern North Carolina is ideally situated to become a major hub for the aviation industry. Likewise, Elizabeth City State University is perfectly positioned to become a major hub for the growth of this industry as new partnerships are forged between public and private sectors. In addition, developing a green economy comprised of businesses that manage renewable energy sources, organic produce and products, green construction, and alternative bio-fuels has potential to produce transformational social and economic growth in this region. ECSU's faculty can support new endeavors with their expertise, and the university can provide the region with the educated labor force necessary to connect to a rapidly changing and globalized economy. Given the advantages of our location and unique strengths, opportunities exist that the university can take advantage of:

- ECSU is, and will continue to be, a principled partner in its community and seeks to form the essential relationships that foster enterprise and accessibility to the tools which will build positive and lasting change.
- ECSU's proximity to the District of Columbia metropolitan area; Hampton Roads, Virginia; and Raleigh, North Carolina, is an advantage in attracting and retaining world-class faculty to an environment where they can preserve and improve their relationships with other scholars, government agencies, and global leaders.
- ECSU's partnerships with area public schools foster collaborative efforts to enrich the educational experience of children in grades K-12.
- ECSU's growing number of graduate programs and distance education offerings serve North Carolina's need for more and better-prepared teachers. ECSU offers working professionals an asynchronous learning environment.
- ECSU will increase the number and nature of international experiences for students.
- Graduate students will develop critical-thinking skills, knowledge, and experiences that will enable them to become leaders in their fields of endeavor.
- All students will have access to tools and opportunities for lifelong learning.
- ECSU will strengthen its reputation through the integrity and achievements of its graduates.





SECTION III: UNIVERSITY PLANNING AND BUDGETING

Elizabeth City State University's Planning and Budgeting Process

As a constituent institution of the University of North Carolina, Elizabeth City State University is a link in the budget process of the total University of North Carolina system. General statutes require that the Board of Governors develop, prepare, and present to the Governor, the Advisory Budget Commission, and the General Assembly a single, unified budget for the University of North Carolina. The recommendations consist of requests in three general categories:

- Funds (continuation budget) for the continuing operation of each constituent institution which are then appropriated directly to the institutions;
- Funds for salary increases for employees exempt from the State Personnel Act, which are appropriated in lump sum to the Board of Governors for allocation to the institutions;

- Funds (expansion budget) requested without reference to constituent institutions, itemized as to priority. These funds cover such areas as new programs and activities, expansions of existing programs and activities, increases in enrollments, increases to accommodate internal shifts and categories of persons served, capital improvements, operational improvements, and deficiency remediation. The funds also address areas which are appropriated to the Board of Governors for allocation to institutions in accordance with the Board's schedule of priorities and any specifications in the "Current Operations Appropriations Act."

The budget request is biennial and is prepared in even-numbered years, while the Board's Long-Range Plan is generally revised in odd-numbered years. The planning process always precedes the preparation of the Board Request. The budget is then driven by the planning and policies of the Board.



Steps in the Biennial Budget Preparation Process

To prepare for the biennial budget request, the UNC system takes the following steps:

- The President of The University receives from the Office of State Budget and Management budget instructions which include general guidelines established by the Governor as Director of the Budget, the Advisory Budget Commission, and the Office of State Budget and Management. The instructions provide the final date for transmittal of the request to the Governor and the Commission, and specific details as to format.
- UNC conducts workshops to link budget requests to UNC system priorities. Three groups attend separate workshops: UNC General Administration Council, the Chancellors, and the Board of Governors. At the campus level, ECSU places more emphasis on reallocation of existing resources to meet institutional priorities and less emphasis on anticipated additional resources.



Budget Administration and Execution – Capital Improvements

The capital improvements budgets are subject to more centralized execution than the operating budgets. Capital funds for new facilities or major renovations are not transferred to the institutions until the construction bid procedure has been completed and the actual cost of the proposed project determined. Funds for repairs and renovations are transferred to the institutions after allocation by the Board of Governors and subsequent review by the Joint Legislative Commission on Governmental Operations and the Fiscal Research Division of the General Assembly.

Budgetary Reporting

Each institution is required to file a monthly financial report with the Office of the State Budget and Management for operating and capital improvements funds. Copies of these reports are received by the Office of the President.

Integration with the University of North Carolina Planning Process

Elizabeth City State University links into the overall university system process through the Office of the President's Long Range Planning Process. As part of the system-wide planning process, the Chancellor sends instructions to each division for input from faculty and staff. Each unit is involved in the planning process. The individual departments and schools submit their plans through their division heads and planning councils for hearings by the Administrative Council and recommendations by the Chancellor to the Board of Trustees. Additionally, the Chancellor provides input into the system-wide process during the President's budget workshops using information he has obtained through the campus budget hearings and the recommendations of the Administrative Council.



Campus Process for Allocation of Continuation Budgets and Enrollment Increase Funding

The ECSU campus budget process is an inclusive process which flows as follows:

- The Office of Business and Finance sends budget request instructions to the university's division heads. The budget packages include worksheets which are used by departments, schools, and divisions to request funds for the following fiscal year.
- Division heads send the appropriate portions of the budget packages to their respective departments and schools for their input into the budget request. The worksheets include instructions for relating the university's priorities to the requests for funds
- Departments (and then schools where applicable) prioritize their requests and send the budget requests to their respective division heads.
- Division heads determine and prioritize their requests and send the completed packages to the budget office.
- Division heads present their budget requests to the Chancellor at a specially called meeting of the Administrative Council. All faculty and staff are invited to attend the budget hearings. This step provides the opportunity for division leaders to present their budget requests in a manner which relates them to university goals and division priorities. ECSU conducts this meeting in open session to foster greater understanding of divisional and institutional priorities by all involved.
- The Chancellor allocates the budget based on the university's priorities, as filtered through the budget hearings.
- Budgets are finalized after the legislature takes any actions (as per the previously defined process) that it may deem appropriate which may affect the University of North Carolina's budget.



SECTION IV: INSTITUTIONAL GOALS AND OBJECTIVES 2009-2014

Global Readiness: ECSU will offer high-quality degree programs in a student-centered environment, delivered in a manner that enhances student learning and prepares graduates to be globally competitive leaders in the 21st century.

- ECSU will achieve and maintain accreditation of all of its academic and administrative support programs.
- ECSU will attract and retain outstanding faculty with high professional standards, dedicated to excellence in teaching, scholarly productivity, service, and commitment to students.
- ECSU will promote an international perspective throughout the university community.
- ECSU will focus on efforts to improve student proficiency in foreign languages.
- ECSU will seek, develop, and foster international exchange opportunities.
- ECSU will support research programs and other initiatives to improve student proficiency in Science, Technology, Engineering, and Mathematics disciplines.
- ECSU will cultivate a culture of entrepreneurship to generate the new ideas and new solutions needed in the 21st century.
- ECSU will integrate technology campus-wide.

Higher Education Access: ECSU will, through its outreach programs and retention efforts, provide access to higher education for all citizens of North Carolina. ECSU recognizes that learning is a life-long process and thus provides opportunities for developing more joint and shared degree programs while making education more accessible and affordable.



- ECSU will strive to remain the most affordable UNC institution while providing a high quality education.
- ECSU will offer undergraduate and graduate courses and program options in the times, places, and formats that meet the needs of its students and the region.
- ECSU will work to increase awareness of financial aid options and the amount of financial aid available to students.
- ECSU will continue and expand outreach programs for K-16 students.
- ECSU will develop and implement programs to facilitate students' transition to college and to enhance student retention and graduation.
- ECSU will expand agreements and partnerships with community colleges, private and public organizations, and other institutions to increase academic options.
- ECSU will continue to enhance services for students with special needs.
- ECSU will work to increase the recruitment of underrepresented groups into teaching.



Public Education Improvement: ECSU will remain actively engaged in supporting the 21 county school systems of northeastern North Carolina through initiatives and programs to improve classroom instruction, curriculum development, and K-12 professional development.

- ECSU will address the critical shortage of teachers in northeast North Carolina through offering online undergraduate and graduate courses and programs.
- ECSU will continue or expand existing K-12 educational support and outreach programs targeting both students and educators, while actively seeking to develop new programs to meet emerging needs.
- ECSU will support alternative licensure programs and innovative efforts to increase the number of licensed teachers in the schools.
- ECSU will work to increase the diversity of new teachers through outreach, academic support, and financial aid.

Our Communities and Their

Economic Transformation: ECSU will foster collaborative relationships with regional partners to facilitate sustainable economic growth in the region.

- ECSU will establish collaborative relationships with regional and local economic development agencies, tourism development organizations, Chambers of Commerce and others, to promote and support their efforts.
- ECSU will strengthen its relationships with local governmental agencies to promote and support community development initiatives.
- ECSU will support faculty, staff, and students in research, program development, and educational experiences that affect sustainable economic growth in the region.
- ECSU will continue to promote the arts and cultural enrichment in all regions of the state.

Our Environment: ECSU will be proactive in collaborating with its community partners to improve the quality of life for current and future generations in northeastern North Carolina by addressing climate change, sea-level rise, and other environmental issues critical to the region.

- The University, its people, and its community will collaborate in formulating environmental policies and programs that promote research, education, and responsible stewardship of our natural resources and surroundings.
- ECSU will strive to create a sustainable campus that minimizes its impact on the environment.
- ECSU will strive to be a leader in the region in addressing climate change and in promoting “Green” economic development.

Our University's Outreach and

Engagement: ECSU will be more progressive in integrating outreach and engagement into its academic and support services to enrich its students, faculty, and staff and the citizens of northeastern North Carolina.

- ECSU advocates a comprehensive model of outreach and engagement that fosters partnerships and collaborations to develop, disseminate, apply, and build upon knowledge for the benefit of the community at large.
- ECSU is committed to developing and providing educational experiences involving community engagement for students.
- ECSU is committed to developing and fostering a high standard of public service by the campus community.

Our Health: ECSU will reduce disparities in health by strengthening the health services and available resources for citizens in northeastern North Carolina.

- ECSU is strongly committed, through research, program development, and outreach, to the generation and application of health-related knowledge.



- ECSU is committed, through outreach and other activities, to fostering health awareness on campus and in the community.
- ECSU is committed to developing partnerships with local health service providers, scholars, organizations, and other institutions concerned with the health of the region's citizens.
- ECSU is committed to fostering a healthy and fully health-aware campus community.

Our Diversity: ECSU will seek diversity in all aspects of University life.

- ECSU will continue to promote an international perspective throughout the University community to prepare citizens to become leaders in a multi-ethnic and global society.
- ECSU will continue to develop an ever increasing multi-cultural, multi-racial, and international faculty.
- ECSU will continue to update academic components that will lead toward internationalization of the curricula.

Our Graduates: ECSU will produce graduates that are prepared for leadership roles and lifelong learning in a global society.

- ECSU will educate students who will be competitive in the 21st century.
- ECSU will attract and retain exceptional faculty/scholars that can create educational experiences that will lead to graduates prepared for leadership roles.





SECTION V: OBJECTIVES AND STRATEGIES

Global Readiness: Objectives and Strategies

Global Readiness: ECSU will offer high-quality degree programs in a student-centered environment, delivered in a manner that enhances student learning and prepares graduates to be globally competitive leaders in the 21st century.

ECSU will achieve and maintain accreditation of all of its academic and academic support programs.

- ECSU will appoint an experienced SACS Leadership Committee to direct the SACS reaccreditation visit.
- ECSU will aggressively seek out training programs and consultants to effectively prepare the faculty and staff for the accreditation process.

- ECSU will implement a web-based comprehensive software application to integrate accreditation reporting and documentation across campus.
- ECSU will refine its campus-wide assessment system to achieve full reaccreditation from SACS.

ECSU will attract and retain outstanding faculty with high professional standards, dedicated to excellence in teaching, scholarly productivity, service, and commitment to students.

- ECSU will increase the number of courses taught by tenure-track faculty holding terminal degrees and reduce the number taught by part-time adjunct faculty.

ECSU will promote an international perspective throughout the university community.

- ECSU will develop and offer foreign language courses and seminars for faculty and staff.
- ECSU will revise and develop new courses, seminars, workshops, and cultural activities that promote an international perspective.
- ECSU will, through advertising and other



outreach activities, increase attendance at the Great Decisions Lecture Series.

- ECSU will develop the following new programs in the School of Arts and Humanities: B.A. in Liberal Arts; Minor in International Programs; and a Minor in Professional Writing in English.

ECSU will focus on efforts to improve student proficiency in foreign languages.

- ECSU will incorporate standardized assessment instruments for measuring student foreign language proficiency.
- ECSU will develop Bachelor's degrees in Spanish and French.
- ECSU will revise its General Education curriculum to require foreign language courses for all students.
- ECSU will develop and offer courses in strategic and/or endangered languages.
- ECSU will increase the number of foreign language-related faculty and enhance existing language laboratories.

ECSU will develop and foster international exchange opportunities.

- ECSU will establish an Office of International Programs to coordinate and oversee related activities on campus.
- ECSU will continue and expand the existing Global Leadership Academy.
- ECSU will establish a Center for Global Initiatives that will be responsible for exchange programs, international programs, and cultural activities. The Center will collaborate with the North Carolina Center for International Understanding.
- ECSU will recruit students to study abroad and will conduct seminars, symposia, and orientation courses for those students to prepare them for exchange or international programs.
- ECSU will increase its involvement with

the Foreign Language and Area Studies Fellowships Program that allows high school and university students and educators to study and teach abroad, especially in Africa and Latin America.

- ECSU will encourage its faculty to participate in the International Education Programs Service's Fulbright-Hays Programs.
- ECSU will explore and develop distance education opportunities with the University of South Africa (UNISA). ECSU will support research programs and other initiatives to improve student proficiency in Science, Technology, Engineering, and Mathematics disciplines.
- ECSU will increase support for interdisciplinary research on prostate cancer awareness and screening amongst minorities in the United States and in Africa.
- ECSU will expand its NIH-funded Geographic Information Service (GIS) Breast Cancer research to southern Africa.
- ECSU will continue and expand the ECSU Minority Health Institute Research Training program (E-MHIRT), funded by NIH, which provides funds to support student international research internships, laboratory supplies, and travel expenses to link students to research colleagues in Botswana and South Africa during the summer.
- ECSU will establish an Institutional Faculty Mentored Research Internship Program to broaden the University's research capacity and improve and strengthen the research skills and experience of its faculty and students.
- ECSU will establish the Northeast North Carolina Cancer Research Center (NNCCRC). This initiative will build on the University's critical core of interdisciplinary faculty for cancer research and will be accomplished through extramural funding.
- ECSU will seek funding from the Fogarty



International Research Collaboration Award (FIRCA). This program provides funds (\$32,000/year direct costs) to foster international research partnerships between NIH-supported U.S. scientists and their collaborators in countries of the developing world. The FIRCA program aims to benefit the research interests of both the U.S. and foreign collaborators while increasing research capacity at the foreign site. Faculty and students will participate at ECSU and foreign sites.

- ECSU will seek funding from the Global Research Initiative Program for New Foreign Investigators (GRIP). This initiative promotes productive re-entry of NIH-trained foreign investigators into their home countries as part of a program to enhance the scientific research infrastructure in developing countries, to stimulate research on high priority health-related issues in these countries, and to advance NIH efforts to address health issues of global import. This program will complement the E-MHIRT Program.
- ECSU will seek funding from the Stigma and Global Health Research Program. This program is designed to stimulate interdisciplinary, investigator-initiated research on the role of stigma in health and how to intervene to prevent or mitigate its negative effects on the health and welfare of individuals, groups and societies world-wide.
- ECSU will seek to develop science-related programs with the Durban University of Technology (DUT), South Africa, especially co-curricular in Biotechnology and Industrial Engineering/Technology.
- ECSU will seek to establish a Center for Mathematics, Science and Technology Education to strengthen the quality and increase the size of the teaching base in mathematics and science education and to increase the pool of students who graduate from North Carolina's high schools prepared to pursue careers that require mathematics and science.

ECSU will cultivate a culture of entrepreneurship

to generate the new ideas and new solutions needed in the 21st century.

- ECSU will seek funds from the US Department of Education to allow ECSU to enter into agreements with trade associations and businesses to improve the academic teaching of the business curriculum and to conduct outreach activities that expand the capacity of the business community to engage in international economic activities.

ECSU will integrate technology campus-wide.

- ECSU will seek funds to acquire equipment to support interactive methods of instruction (computers, peripherals, and software).
- ECSU will establish digital "Smart" classrooms in every School.
- ECSU will develop and implement a Network Security Plan that will protect network resources, application servers, and associated data for expanded operations.
- ECSU will collaborate with the Center for Advanced Computing and Communication jointly coordinated by Duke University and North Carolina State University.

Higher Education Access: Objectives and Strategies

Higher Education Access: ECSU will, through its outreach programs and retention efforts, provide access to higher education for all citizens of North Carolina. ECSU recognizes that learning is a life-long process and thus provides opportunities for developing more joint and shared degree programs while making education more accessible and affordable.

ECSU will strive to remain the most affordable UNC institution while providing a high quality education.

- ECSU will conduct annual peer analysis and environmental scan for the development of



the Institutional Affordability report.

ECSU will offer undergraduate and graduate courses and program options in the times, places, and formats that meet the needs of its students and the region.

- ECSU will expand network capabilities to accommodate more online courses.
- ECSU will develop two online degree programs each year.
- ECSU will establish off-site Campus Learning Centers.
- ECSU will expand summer school options by offering two sessions.
- ECSU will combine Graduate Education, Summer School, Weekend/Evening Programs, and Distance and Continuing Education into one unit.

ECSU will work to increase awareness of financial aid options and the amount of financial aid available to students.

- ECSU will establish a comprehensive recruitment package for high-achieving public school students to include full scholarships, cohort residency, study abroad program, internships, and/or summer research opportunities (focusing on African American male student recruitment).
- ECSU will develop a customized marketing strategy plan that includes an updated website, brochures, and posters explaining the financial aid process.
- ECSU will implement a scholarship search program for students.
- ECSU will provide financial aid assistance to high school students and parents.

ECSU will continue and expand outreach programs for K-16 students.

- ECSU will continue to support, and will expand where possible, the Trio programs (Talent Search, Ronald McNair, and Upward Bound) that provide academic enrichment for grades 6 through college and help

generate a pipeline of high school students to ECSU.

- ECSU will continue and expand where possible the Virtual High School. This program is a collaboration with Washington County Schools that works with the Advancement Via Individual Determination (AVID) Program. The program is for first generation students who will matriculate at ECSU and pursue degrees in Teacher Education.

ECSU will develop and implement programs to facilitate students' transition to college and to enhance student retention and graduation.

- ECSU will implement a four-week structured University College Summer Bridges Program for enrichment and academic support to 50 rising high school seniors per year.
- ECSU will establish Learning Communities and Mentoring Groups.

ECSU will expand agreements and partnerships with community colleges, private and public organizations, and other institutions to increase academic options.

- ECSU will establish partnerships with East Carolina University and the Brody School of Medicine to develop 3 + 2 programs in Environmental Health and Public Health.
- ECSU will establish a religious studies joint degree program with Mid-Atlantic Christian University.
- ECSU will collaborate with the Coast Guard Base, local public schools, and local government agencies to provide in-service training and on-site course delivery opportunities.
- ECSU will expand the existing collaboration between ECSU's College of Arts and Humanities and the Pasquotank Arts Council.
- ECSU will establish new partnerships with community colleges to encourage the



development of joint degree programs.

- ECSU will develop new articulation agreements and collaborative programs with East Carolina University, Roanoke-Chowan Community College, College of the Albemarle, Halifax Community College, and Martin Community College, leading to a:
 - Bachelor of Science in Elementary Education.
 - Bachelor of Science in Middle Grade Education 6-9 with a concentration in Math and Science.
 - Bachelor of Science in Elementary Education K-6 with a concentration in Math and Science.
 - Bachelor of Science in Nursing.

ECSU will continue to enhance services for students with special needs.

- ECSU will establish free, viable, student disability advocacy/support clubs or organizations that address the unique needs of disabled students on campus. One example is GRASP (Global Regional Aspergers Syndrome Partnership), a support group for individuals on the autism spectrum which provides advocacy and mediation services for students with employers, professors, or even significant others. Students with autism are particularly vulnerable to the stress of campus life, which can be a barrier to their retention.
- ECSU will establish a collaborative high school–university relationship to facilitate the smooth matriculation of persons with disabilities to the University.
- ECSU will improve access and educational quality for students with disabilities through staff development and training of professionals involved in advising and supporting special needs students.
- ECSU will provide, within the Center for Special Needs Students, assistive technology with features such as e-text and Braille conversion capability, among other technologies.

- ECSU will hire a VI/ADD/ADHD specialist to support the growing number of students with these disabilities.
- ECSU's Center for Special Needs Students will collaborate with the Office of Information Technology and the School of Education and Psychology.
- ECSU will host TEACCH training workshops for regional teachers, parents, and students with developmental disorders and autism. Workshops will be offered as continuing education credit for in-service and pre-service teachers.
- ECSU will offer a new course in the School of Education and Psychology addressing special needs students.

ECSU will work to increase the recruitment of underrepresented groups into teaching.

- ECSU will work more directly with the community college system on TESOL (Teachers of English to Speakers of Other Languages) programs, or develop a TESOL program at ECSU.
- ECSU will involve education majors/minors and language students (especially those with Spanish minors) in tutoring and assisting in the TESOL programs as internships.
- ECSU will work more directly with the community college system on GED programs or will develop a GED program at ECSU.
- ECSU will involve secondary education majors in targeted specialty areas to assist/tutor GED students as internships. This will not replace student teaching but will enhance the teaching background and experience of future teachers in working with Hispanic populations in the public schools.
- ECSU will increase the visibility and presence of African-American and other minority faculty at all UNC campuses.



- ECSU will develop faculty exchange programs with minority faculty from minority-serving institutions and HBCU's traded with more traditional faculty from the majority-serving institutions across the state.
- ECSU will hire Spanish-speaking personnel to work in recruitment and admissions as a means of outreach to the rapidly growing Hispanic population in the region.
- ECSU will target middle grade schools for initial recruiting programs and tutorial programs designed to help students succeed and track toward college – specifically, toward ECSU.

Public Education Improvement: Objectives and Strategies

Public Education: ECSU will remain actively engaged in supporting the 21 county school systems of northeastern North Carolina through initiatives and programs to improve classroom instruction, curriculum development, and K-12 professional development.

ECSU will address the critical shortage of teachers in northeast North Carolina through offering online undergraduate and graduate courses and programs.

- ECSU will seek additional funds to continue and expand the Golden Leaf Foundation-funded E*Learning Hands-On Science for K-5 Teachers project. The project funded science kits for grades 3-5 in twelve schools systems. It also funded Lead Teachers at ECSU and part-time retired Science Coaches to work in the schools and to facilitate interactive videoconference hands-on science sessions for existing classroom teachers.
- ECSU will continue and expand where possible the Teacher Education/Distance Education Outreach and Engagement Initiative, which is a collaboration between the School of Education and Psychology and the Office of Distance Education to develop online courses for an online Masters

degree in Elementary Education and School Administration for licensure-only students.

ECSU will continue or expand existing K-12 educational support and outreach programs targeting both students and educators, while actively seeking to develop new programs to meet emerging needs.

- ECSU will seek additional funds to continue and expand the Virtual High School: Early Viking Scholars program.
- ECSU will develop a new graduate program offering a Master of Arts in Teaching with concentrations in Special Education, General Curriculum, Literacy, and Visual Impairments.
- ECSU will develop a graduate program offering a Masters degree in School Counseling.
- ECSU will seek additional funds to continue and expand the University-School Teacher Education Partnership (U-STEP).

ECSU will support alternative licensure programs and innovative efforts to increase the number of licensed teachers in the schools.

- ECSU will seek to expand the 2+2 Homegrown Teacher Preparation Partnership Program Collaborations. Additional agreements will be targeted with the following partners and degrees:
 - **Community Colleges:** Elementary Education/Math and Science Concentrations; Middle Grades Education 6-9/Math and Science Concentrations; Bachelor of Science/Special Education K-12; and Secondary Education.
 - **Roanoke CADA program in Rich Square:** A birth through kindergarten cohort.
 - **Pitt Community College:** 2+2 teacher preparation program.
 - **East Carolina University:** Physical Therapy degree.



ECSU will work to increase the diversity of new teachers through outreach, academic support, and financial aid.

- ECSU will seek additional funding to continue or expand the following existing programs: Wachovia Scholarship, Northeastern NC Transition to Teaching, Maynard Outreach Program, and the Viking Fellows Program.
- ECSU will seek additional funding to expand student trips to the NASA Pre-Service Teacher Conference and the Pre-Service Teacher Institute held each spring in Washington, DC.

Our Communities and Their Economic Transformation: Objectives and Strategies

Our Communities and Their Economic

Transformation: ECSU will foster collaborative relationships with regional partners to facilitate sustainable economic growth in the region.

ECSU will establish collaborative relationships with regional and local economic development agencies, tourism development organizations, Chambers of Commerce and others, to promote and support their efforts.

- ECSU will establish the Center for Entrepreneurship, which will store and distribute information for establishing and growing a business. This Center will build on the University's recent efforts to establish a portal for economic development outreach throughout the region. The duties and responsibilities of the Center will include the following:
 - Develop, publish, and distribute a Directory of Entrepreneur Resources.
 - Collect, maintain, and provide information regarding the successful establishment and operation of a business.

- Conduct courses and seminars on topics of interest to entrepreneurs.
- Provide assistance to individual businesses through ECSU faculty advisors and student interns.
- Provide seminars and information on business ethics, capital acquisition, financial topics, basic economics, and investments.
- Partner with the Small Business Technology Development Center (SBTDC) and other business entities.

- ECSU, building on the Center for Entrepreneurship, will establish a Business and Virtual Entrepreneurial Incubator. It will increase the probability of business success by providing reasonable accommodations at a reasonable cost for a limited time, some administrative assistance, and proximity to technical expertise.

ECSU will strengthen its relationships with local governmental agencies to promote and support community development initiatives.

- ECSU, through its Center for Entrepreneurship, will coordinate the development/implementation of a strategic plan for the economic transformation of the area under a "select group" chaired by a university member and comprised of equal representation from the university and the community.

ECSU will support faculty, staff, and students in research, program development, and educational experiences that affect sustainable economic growth in the region.

- ECSU will enhance economic development in northeastern North Carolina through the International Cooperative Biodiversity Group (ICBG). This program integrates drug discovery from natural products with conservation of biodiversity and scientific and economic development in host



countries. The program is jointly funded by the National Institutes of Health, the National Science Foundation, and the Foreign Agriculture Service of the USDA.

ECSU will develop a certificate program in Entrepreneurship.

- ECSU will expand and establish the University's audio and video recording services as an economic development, marketing, and promotional resource.
- ECSU will develop a Leadership Academy.
- ECSU will establish Advanced Study Programs to meet the needs of business and industry.
- ECSU will assist existing business and industry to develop and enhance training programs.
- ECSU will expand cooperative entrepreneurial outreach throughout the service territory and meet current and future professional development and training needs.
- ECSU will institute a UNC System Air Transportation Program to provide air transport services to constituent universities, provide educational and employment opportunities for ECSU students and graduates, and attract additional aviation companies to the region.
- ECSU will develop a master database of aviation companies and airports in the region, including Tidewater, Virginia.
- ECSU will develop regional recruitment and retention strategies for aviation companies.
- ECSU will increase internship opportunities for ECSU and COA students.
- ECSU will establish partnerships and collaborative efforts with the community colleges in the service territory and southside Virginia to increase the number of transfer students.

- ECSU will support the development of an Aviation Research and Development Park at the Elizabeth City Regional Airport.

ECSU will continue to promote the arts and cultural enrichment in all regions of the state.

- ECSU will establish an artistic incubator.

Our Environment: Objectives and Strategies

Our Environment: ECSU will be proactive in collaborating with its community partners to improve the quality of life for current and future generations in northeastern North Carolina by addressing climate change, sea-level rise, and other environmental issues critical to the region. The University, its people, and its community will collaborate in formulating environmental policies and programs that promote research, education, and responsible stewardship of our natural resources and surroundings.

- ECSU will focus more research into the use of solar panels.
- ECSU will develop and implement incentives for students, faculty, and staff to walk or ride bikes on campus.
- ECSU will partner with East Carolina University and the Association of Environmental Health Academic Programs for 3 + 2 partnerships in Environmental Health to increase diversity in the Environmental Health workforce.
- ECSU will partner with UNC Wilmington to co-teach Environmental Marine Science and Marine Biology courses to increase the number of students in Marine Science, develop collaborative research studies, and establish a bridge program into UNCW's graduate programs in marine biology.
- ECSU's Office of Environmental Compliance, once established, will develop and maintain a website that will be a communication tool for the community and the university. This office will explore



collaborative initiatives with College of the Albemarle, UNC Coastal Studies Institute, and Northeast North Carolina Commission Agricultural Biotech Alliance.

ECSU will strive to create a sustainable campus that minimizes its impact on the environment.

- ECSU will expand the campus recycling program to include paper, plastic, aluminum, glass, and metal.
- ECSU will develop a campus-wide educational program on recycling.
- ECSU will develop an energy plan that will include sub-metering.
- ECSU will install solar panels for heat and hot water heaters where possible.
- ECSU will increase water conservation by metering of water used per building on campus and through the installation of low flow shower heads and toilets.
- ECSU will incorporate flex-fuel and hybrid vehicles in the ECSU motor pool.
- ECSU will establish a permanent Campus Sustainability Committee. Comprised of term representatives from the faculty, staff, and student body, with permanent representation from Safety, Student Health, Food Services, Facilities Management, and Residential Life, the committee will serve as the campus-wide advisory group on environmental issues
- ECSU will establish an Office of Environmental Compliance under the Office of Facilities Management with a full-time director to organize and supervise recycling and conservation efforts on campus. This Center will develop a comprehensive educational program to augment and support recycling and conservation efforts campus-wide.

ECSU will strive to be a leader in the region in addressing climate change and in promoting sustainable, “Green” economic development.

- ECSU will implement the Northeastern North Carolina Green Economy Initiative

funded by the North Carolina Rural Center with the goal of establishing ECSU as a regional hub for Green Economy-related research, education, and economic development.

Our University's Outreach and Engagement: Objectives and Strategies

Our University's Outreach and Engagement:

ECSU will be more progressive in integrating outreach and engagement into its academic and support services to enrich students, faculty, staff, and citizens of northeastern North Carolina.

ECSU advocates a comprehensive model of outreach and engagement that fosters partnerships and collaborations to develop, disseminate, apply, and build upon knowledge for the benefit of the community at large.

- ECSU will seek additional funds to continue and expand Port Discover: Northeastern North Carolina's Center for Hands-On Science., Inc. The mission of Port Discover is to enhance the public's understanding and enjoyment of science through interactive and engaging exhibits, programs, and activities for people of all ages.
- ECSU will seek additional funds to continue and expand the programs of the ECSU Planetarium.
- ECSU will establish a regionally-focused Needs Assessment Committee comprised of representatives from different schools and the community, which will conduct needs assessments in northeastern North Carolina through regional needs assessment forums and consultations with leading research institutions.
- ECSU will distribute mailers to the county community and the 21-county service region regarding university course offerings, degrees, and schedules for each semester.
- ECSU will explore and expand where possible its television program offerings



through collaboration with the University of North Carolina Center for Public Television.

- ECSU will revise its website to include links to current campus research initiatives.
- ECSU will revise its website to include links with other UNC campus websites and UNC-GA on the ECSU home page.
- ECSU will revise its website to include a Community link providing information for renting or reserving facilities such as the Bowling Center, K.E. White Graduate Center, swimming pool, gym, Fine Arts Auditorium, Planetarium, etc.
- ECSU will develop and install ECSU information kiosks in various community locations such as the public library, Southgate Mall, YMCA, hospital, etc. to display information about the university.
- ECSU will advertise the university and degree program offerings on displays at the Norfolk/Virginia Beach International, Newport News/Williamsburg, and Raleigh/Durham International Airports.
- ECSU will explore initiatives to increase interaction with faith-based organizations.

ECSU is committed to developing and providing educational experiences involving community engagement for students.

- ECSU's Office of Community Development and Outreach will develop a student-community engagement program. ECSU is committed to developing and fostering a high standard of public service by the campus community.
- ECSU will develop a comprehensive workload policy for faculty and staff that provides clear instructions for the distribution of workload related to outreach activities.
- ECSU will establish a recognition and awards program for outstanding, innovative, and creative outreach and engagement activities.

- ECSU will establish an Office of Community Development and Outreach under the Division of Academic Affairs that will:
 - Serve as a collection and clearing house for all university collaborative initiatives.
 - Provide professional development workshops, consultation for new projects, information to support outreach and engagement work, and suggestions for community involvement.
 - Develop promotional materials disseminated via print, video, and online newsletters, and interactive websites.
 - Maintain active networking with alumni and other institutions and enterprises.

Our Health: Objectives and Strategies

Our Health: ECSU will reduce disparities in health by strengthening the health services and available resources for citizens in northeastern North Carolina.

ECSU is strongly committed, through research, program development, and outreach, to the generation and application of health-related knowledge.

- ECSU will continue and expand where possible joint research projects with the University of Zululand to reduce tobacco use among college students at both campuses. The projects are part of the International Tobacco and Health Research and Capacity Building Program that encourages trans-disciplinary approaches to the international tobacco epidemic to reduce the global burden of tobacco-related illness.
- ECSU will seek to establish faculty/student exchanges in pharmacy clinical rotations and research collaborations with the University of Limpopo-Medical University of South Africa.



- ECSU will seek external funds to development and institutionalize a pilot Health Careers Academy Program.
- ECSU will seek to leverage university assets to attract and expand business ventures and opportunities in the Biotechnology field throughout the service territory.
 - ECSU will seek to establish a Pharmacy/Biotechnology Research Park.
 - ECSU will publish and distribute the ECSU Biotechnology Resource Directory to include university resources and services, as well as external service providers.
 - ECSU will participate in northeast NC advisory boards, client meetings, and other recruitment and retention efforts.
 - ECSU will increase collaborative research partnerships with UNC constituents and other private and public institutions across the nation, particularly in neighboring states.
- ECSU will seek external funding to develop and implement a healthcare team services training program.
- ECSU will assist existing business and industry to better manage their healthcare costs.
- ECSU will seek to increase healthcare access by providing information and services through web-based sources or physical drug information centers.
- ECSU will seek external funding for the ECSU Drug Disposal Project that will tell Pasquotank County residents how to dispose of prescription and over-the-counter drugs and personal care products.
- ECSU will seek funding to continue and expand the existing continuing education programs for pharmacists and pharmacy technicians in northeast North Carolina.
- ECSU will seek to establish a partnership with the College of the Albemarle and ECU School of Nursing for 2 + 2 and RN-to-

BSN programs modeled, in part, after the Pharmacy Partnership Program.

- ECSU will seek to establish an “Elizabeth City” Area Health Education Center (AHEC) or expansion of the Eastern AHEC to include an Elizabeth City “subhub” that will enhance opportunities for training health professionals in northeastern North Carolina.
- ECSU will seek to develop pharmacy residency programs to advance pharmacy practice in the region. This will increase the number of “student months” available for training and will add teaching assistants for the second and third professional years of the PharmD Pharmaceutical Care Lab

ECSU is committed, through outreach and other activities, to fostering health awareness on campus and in the community.

- ECSU will continue and expand where possible the ECSU Health Resource Center (HRC), a partnership with the Elizabeth City Housing Authority to reduce health disparities through risk reduction related to diabetes, cardiovascular disease, and obesity.
- ECSU will continue and seek funds to expand the Pharmacy Partnership Community Outreach Program in which Doctor of Pharmacy candidates participate in community events as part of the curriculum.

ECSU is committed to developing partnerships with local health service providers, scholars, organizations, and other institutions concerned with the health of the region’s citizens.

- ECSU will seek additional funds to continue and expand the ECSU Drug Information Center sponsored in part by the Glaxo-Smith-Kline Foundation. The Center provides drug information services to health care professionals in northeastern NC and southeastern VA and serves as a resource and educational outreach site for students and the community.



ECSU is committed to fostering a healthy and fully health-aware campus community.

- ECSU's Viking Wellness Program will develop nutrition education programs for faculty, staff, and students.
- ECSU will incorporate a "coffee house" style atrium/food court with healthy food choices into a new library.

Our Diversity: Objectives and Strategies

Our Diversity: ECSU will seek diversity in all aspects of University life.

ECSU will continue to promote an international perspective throughout the University community to prepare citizens to become leaders in a multi-ethnic and global society.

ECSU will continue to develop an ever increasing multi-cultural, multi-racial, and international faculty.

ECSU will continue to update academic components that will lead toward internationalization of the curricula.

Our Graduates: Objectives and Strategies

Our Graduates: ECSU will produce graduates that are prepared for leadership roles and lifelong learning in a global society.

ECSU will educate students who will be competitive in the 21st century.

- ECSU will enact policies and procedures to provide technical support for research and grant-related opportunities and activities for students.

ECSU will attract and retain exceptional faculty/scholars that can create educational experiences that will lead to graduates prepared for leadership roles.

- ECSU will endeavor to offer competitive salaries, benefits, and research support to attract and retain faculty.
- ECSU will continue and enhance existing faculty mentoring and development programs.



SECTION VI: TARGETS 2009 – 2014

Global Readiness: ECSU will offer high-quality degree programs in a student-centered environment, delivered in a manner that enhances student learning and prepares graduates to be globally competitive leaders in the 21st century.

ACADEMIC AFFAIRS						
OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will achieve and maintain accreditation of all of its academic and academic support programs.	ECSU will appoint an experienced SACS Leadership Committee to direct the SACs reaccreditation visit.	●	●	●		
	ECSU will aggressively seek out training programs and consultants to effectively prepare the faculty and staff for the accreditation process.	●	●	●		
	ECSU will implement a web-based comprehensive software application to integrate accreditation reporting and documentation across campus.	●	●			
	ECSU will refine its campus-wide assessment system to achieve full reaccreditation from SACS.	●	●	●	●	●
ECSU will attract and retain outstanding faculty with high professional standards, dedicated to excellence in teaching, scholarly productivity, service, and commitment to students.	ECSU will increase the number of courses taught by tenure-track faculty holding terminal degrees and reduce the number taught by part-time adjunct faculty.	●	●	●	●	●
ECSU will promote an international perspective throughout the university community.	ECSU will develop and offer foreign language courses and seminars for faculty and staff.		●	●	●	
	ECSU will revise and develop new courses, seminars, workshops, and cultural activities that promote an international perspective.	●	●	●		
ECSU will focus on efforts to improve student proficiency in foreign languages.	ECSU will incorporate standardized assessment instruments for measuring student foreign language proficiency.		●	●	●	●
	ECSU will develop Bachelor's degrees in Spanish and French.			●	●	●
	ECSU will revise its General Education curriculum to require foreign language courses for all students.		●	●	●	●

ACADEMIC AFFAIRS

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
	ECSU will develop and offer courses in strategic and/or endangered languages.			●	●	●
	ECSU will increase the number of foreign language-related faculty and enhance existing language laboratories.		●	●	●	●
ECSU will seek, develop, and foster international exchange opportunities.	ECSU will establish an Office of International Programs to coordinate and oversee related activities on campus.	●	●			
	ECSU will continue and expand the existing Global Leadership Academy.	●	●	●	●	●
	ECSU will establish a Center for Global Initiatives that will be responsible for exchange programs, international programs, and cultural activities. The Center will collaborate with the North Carolina Center for International Understanding.			●	●	●
	ECSU will recruit students to study abroad and will conduct seminars, symposia, and orientation courses for those students to prepare them for exchange or international programs.	●	●	●	●	●
	ECSU will increase its involvement with the Foreign Language and Area Studies Fellowships Program that allows high school and university students and educators to study and teach abroad, especially in Africa and Latin America.		●	●	●	●
	ECSU will encourage its faculty to participate in the International Education Programs Service's Fulbright-Hays Programs.	●	●	●	●	●
	ECSU will explore and develop distance education opportunities with the University of South Africa (UNISA).	●	●	●	●	●

ACADEMIC AFFAIRS

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will support research programs and other initiatives to improve student proficiency in Science, Technology, Engineering, and Mathematics disciplines.	ECSU increase support for interdisciplinary research on prostate cancer awareness and screening amongst minorities in the United States and in Africa.	●	●	●	●	●
	ECSU will expand its NIH-funded Geographic Information Service (GIS) Breast Cancer research to southern Africa.	●	●	●	●	●
	ECSU will continue and expand the ECSU Minority Health Institute Research Training program (E-MHIRT), funded by NIH, that provides funds to support student international research internships, laboratory supplies, and travel expenses to link students to research colleagues in Botswana and South Africa during the summer.	●	●	●	●	●
	ECSU will establish an Institutional Faculty Mentored Research Internship Program to broaden the University's research capacity and improve and strengthen the research skills and experience of its faculty and students.		●	●	●	●
	ECSU will establish the Northeast North Carolina Cancer Research Center (NNCCRC). This initiative will build on the University's critical core of interdisciplinary faculty for cancer research and will be accomplished through extramural funding.			●	●	●
	ECSU will seek funding from the Fogarty International Research Collaboration Award (FIRCA). This program provides funds (\$32,000/year direct costs) to foster international research partnerships between NIH-supported U.S. scientists and their collaborators in countries of the developing world. FIRCA aims to benefit the research interests of both the U.S. and foreign collaborators while increasing research capacity at the foreign site. Faculty and students will participate at ECSU and foreign sites.	●	●	●	●	●

ACADEMIC AFFAIRS

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
	ECSU will seek funding from the Global Research Initiative Program for New Foreign Investigators (GRIP). This initiative promotes productive re-entry of NIH-trained foreign investigators into their home countries as part of a program to enhance the scientific research infrastructure in developing countries, to stimulate research on high priority health-related issues in these countries, and to advance NIH efforts to address health issues of global import. This program will complement the E-MHIRT Program.	●	●	●	●	●
	ECSU will seek funding from the Stigma and Global Health Research Program. This program is designed to stimulate interdisciplinary, investigator-initiated research on the role of stigma in health and how to intervene to prevent or mitigate its negative effects on the health and welfare of individuals, groups and societies world-wide.	●	●	●		
	ECSU will seek to develop science-related programs with the Durban University of Technology (DUT), South Africa, especially co-curricula in Biotechnology and Industrial Engineering/Technology.		●	●	●	●
	ECSU will seek to establish a Center for Mathematics, Science and Technology Education to strengthen the quality and increase the size of the teaching base in mathematics and science education and to increase the pool of students who graduate from North Carolina's high schools prepared to pursue careers that require mathematics and science.	●	●	●		

ACADEMIC AFFAIRS

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will cultivate a culture of entrepreneurship to generate the new ideas and new solutions needed in the 21st century.	ECSU will seek funds from the US Department of Education to allow ECSU to enter into agreements with trade associations and businesses to improve the academic teaching of the business curriculum and to conduct outreach activities that expand the capacity of the business community to engage in international economic activities.	●	●	●		

INFORMATION TECHNOLOGY

ECSU will integrate technology campus-wide.	ECSU will seek funds to acquire equipment to support interactive methods of instruction (computers, peripherals, and software).	●	●	●	●	●
	ECSU will establish digital "Smart" classrooms in every School		●	●	●	●
	ECSU will develop and implement a Network Security Plan that will protect network resources, application servers, and associated data for expanded operations.	●	●	●	●	●
	ECSU will collaborate with the Center for Advanced Computing and Communication jointly coordinated by Duke University and North Carolina State University.	●	●	●	●	●

Targets: 2009 – 2014

Higher Education Access: ECSU will, through its outreach programs and retention efforts, provide access to higher education for all citizens of North Carolina. ECSU recognizes that learning is a life-long process and thus provides opportunities for developing more joint and shared degree programs while making education more accessible and affordable.

INFORMATION TECHNOLOGY						
OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will offer undergraduate and graduate courses and program options in the times, places, and formats that meet the needs of its students and the region.	ECSU will expand network capabilities to accommodate more online courses.	●	●	●	●	●
ACADEMIC AFFAIRS						
ECSU will strive to remain the most affordable UNC institution while providing a high quality education.	ECSU will conduct annual peer analysis and environmental scan for the development of the Institutional Affordability report.	●	●	●	●	●
ECSU will offer undergraduate and graduate courses and program options in the times, places, and formats that meet the needs of its students and the region.	ECSU will develop two online degree programs each year.				●	●
	ECSU will establish off-site Campus Learning Centers				●	●
	ECSU will expand summer school options by offering two sessions.	●	●	●	●	●
	ECSU will combine Graduate Education, Summer School, Weekend/Evening Programs, and Distance and Continuing Education into one unit.		●	●		
STUDENT AFFAIRS						
ECSU will work to increase awareness of financial aid options and the amount of financial aid available to students.	ECSU will establish a comprehensive recruitment package for high achieving public school students to include full scholarships, cohort residency, study abroad program, internships, and/ or summer research opportunities (focusing on African American male student recruitment).		●	●	●	●
	ECSU will develop a customized marketing strategy plan that includes an updated website, brochures, and posters explaining the financial aid process.		●	●		

INFORMATION TECHNOLOGY

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
	ECSU will implement a scholarship search program for students.	●	●	●	●	●
	ECSU will provide financial aid assistance to high school students and parents.	●	●	●	●	●

ACADEMIC AFFAIRS

ECSU will continue and expand outreach programs for K-16 students.	ECSU will continue to support, and will expand where possible, the Trio programs (Talent Search, Ronald McNair and Upward Bound) that provide academic enrichment for grades 6 through college and help generate a pipeline of high school students to ECSU.	●	●	●	●	●
	ECSU will continue and expand where possible the Virtual High School. This program is a collaboration with Washington County Schools that works with the Advancement Via Individual Determination (AVID) Program. The program is for first generation students who will matriculate at ECSU and pursue degrees in Teacher Education.	●	●	●	●	●
ECSU will develop and implement programs to facilitate students' transition to college and to enhance student retention and graduation.	ECSU will implement a four-week structured University College Summer Bridges Program for enrichment and academic support to 50 rising high school seniors per year.	●	●	●		
	ECSU will establish Learning Communities and Mentoring Groups.		●	●	●	●

INFORMATION TECHNOLOGY

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will expand agreements and partnerships with community colleges, private and public organizations, and other institutions to increase academic options.	ECSU will establish partnerships with East Carolina University and the Brody School of Medicine to develop 3 + 2 programs in Environmental Health and Public Health.			●	●	
	ECSU will establish a religious studies joint degree program with Mid-Atlantic Christian College.					
	ECSU will collaborate with the Coast Guard Base, local public schools, and local government agencies to provide in-service training and on-site course delivery opportunities.	●	●	●	●	●
	ECSU will expand the existing collaboration between ECSU's School of Arts and Humanities and the Pasquotank Arts Council.	●	●	●	●	●
	ECSU will develop new articulation agreements and collaborative programs with East Carolina University, Roanoke-Chowan Community College, College of the Albemarle, Halifax Community College, and Martin Community College, leading to a: <ul style="list-style-type: none"> - Bachelor of Science in Elementary Education - Bachelor of Science Middle Grade Education 6-9 with concentration in Math and Science - Bachelor of Science in Elementary Education K-6 with concentration in Math and Science - Bachelor of Science in Nursing 		●	●	●	●
STUDENT AFFAIRS						
ECSU will continue to enhance services for students with special needs.	ECSU will establish free, viable student disability advocacy/support clubs or organizations that address the unique needs of disabled students on campus. One example is GRASP (Global Regional Aspergers Syndrome Partnership), a support group for individuals on the autism spectrum which provides advocacy and mediation services for students with employers, professors, or even	●	●	●	●	●

INFORMATION TECHNOLOGY

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
	significant others. Students with autism are particularly vulnerable to the stress of campus life, which can be a barrier to their retention.					
	ECSU will establish a collaborative high school–university relationship to facilitate and encourage the smooth matriculation of persons with disabilities to the University.	●	●	●	●	●
	ECSU will improve access and educational quality for students with disabilities through staff development and training of professionals involved in advising and supporting special needs students.	●	●	●	●	●
	ECSU will provide, within the Center for Special Needs Students, assistive technology with features such as e-text and Braille conversion capability, among other technologies.	●	●	●	●	●
	ECSU will hire a VI/ADD/ADHD specialist to support the growing number of students with these disabilities.		●	●	●	●
	ECSU's Center for Special Needs Students will operate in collaboration with the Office of Information Technology and the School of Education and Psychology.	●	●	●	●	●
	ECSU will host TEACCH training workshops for regional teachers, parents and students with pervasive developmental disorders and autism.	●	●	●	●	●
	ECSU will offer a new course in the School of Education and Psychology addressing special needs students.				●	

INFORMATION TECHNOLOGY

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ACADEMIC AFFAIRS						
ECSU will work to increase the recruitment of underrepresented groups into teaching.	ECSU will work more directly with the community college system on TESOL (Teachers of English to Speakers of Other Languages) programs, or develop a TESOL program at ECSU.	●	●	●	●	●
	ECSU will involve education major/minors and language students (especially those with Spanish minors) in tutoring and assisting in the TESOL programs as internships.	●	●	●	●	●
	ECSU will work more directly with the Community College System on GED programs or will develop a GED program at ECSU.	●	●	●	●	●
	ECSU will involve secondary education majors in targeted specialty areas to assist / tutor GED students as internships. This will not replace student teaching but will be used to enhance the teaching background and experience of future teachers in working with Hispanic populations in the public school systems.	●	●	●	●	●
	ECSU will increase the visibility and presence of African-American and other minority faculty at all UNC campuses.	●	●	●	●	●
	ECSU will develop faculty exchange programs with minority faculty from minority serving institutions and HBCU's traded with more traditional faculty from the majority serving institutions across the state.					
	ECSU will hire Spanish speaking personnel to work in recruitment and admissions as a means of outreach to the rapidly growing Hispanic population in the region.		●	●		
	ECSU will target middle grade schools for initial recruiting programs and tutorial programs designed to help students succeed and track toward college – specifically, toward ECSU.		●	●	●	●

Targets: 2009 – 2014

Public Education Improvement: ECSU will remain actively engaged in supporting the 21 county school systems of northeastern North Carolina through initiatives and programs to improve classroom instruction, curriculum development, and K-12 professional development.

ACADEMIC AFFAIRS						
OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will address the critical shortage of teachers in northeast North Carolina through offering online undergraduate and graduate courses and programs.	ECSU will seek additional funds to continue and expand the Golden Leaf Foundation-funded E*Learning Hands-On Science for K-5 Teachers project. The project funded science kits for grades 3-5 in twelve schools systems. It also funded Lead Teachers at ECSU and part-time retired Science Coaches to work in the schools and to facilitate interactive videoconference hands-on science sessions for existing classroom teachers.	●	●	●	●	●
	ECSU will continue and expand where possible the Teacher Education/Distance Education Outreach and Engagement Initiative, which is a collaboration between the School of Education and Psychology and the Office of Distance Education to develop online courses for an online Masters degrees in Elementary Education and School Administration for licensure only students.	●	●	●	●	●
ECSU will continue or expand existing K-12 educational support and outreach programs targeting both students and educators, while actively seeking to develop new programs to meet emerging needs.	ECSU will seek additional funds to continue and expand the Virtual High School: Early Viking Scholars program.	●	●	●	●	●
	ECSU will develop a new graduate program offering a Master of Arts in Teaching with concentrations in Special Education, General Curriculum, Literacy, and Visual Impairments.	●	●	●		
	ECSU will develop a graduate program offering a Masters degree in School Counseling degree.	●	●	●		
	ECSU will seek additional funds to continue and expand the University-School Teacher Education Partnership (U-STEP).	●	●	●	●	●

INFORMATION TECHNOLOGY

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will support alternative licensure programs and innovative efforts to increase the number of licensed teachers in the schools.	<p>ECSU will seek to expand the 2+2 Homegrown Teacher Preparation Partnership Program Collaborations. Additional agreements will be targeted with the following partners and degrees:</p> <p>Community Colleges: Elementary Education/Math and Science Concentrations; Middle Grades Education 6-9/Math and Science Concentrations; Bachelor of Science/Special Education K-12; and Secondary Education.</p> <p>Roanoke CADA program in Rich Square: A Birth Through Kindergarten cohort.</p> <p>Pitt Community College: 2+2 teacher preparation program.</p> <p>East Carolina University: Physical Therapy degree.</p>	●	●	●	●	
ECSU will work to increase the diversity of new teachers through outreach, academic support, and financial aid.	<p>ECSU will seek additional funding to continue or expand the following existing programs: Wachovia Scholarship, Northeastern NC Transition to Teaching, Maynard Outreach Program, and the Viking Fellows Program.</p> <p>ECSU will seek additional funding to expand students trips to the NASA Pre-service Teacher Conference and the Pre-Service Teacher Institute held each spring in Washington, DC.</p>	●	●	●	●	●
		●	●	●	●	●

Targets: 2009 – 2014

Our Communities and Their Economic Transformation: ECSU will foster collaborative relationships with regional partners to facilitate sustainable economic growth in the region.

ACADEMIC AFFAIRS						
OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will establish collaborative relationships with regional and local economic development agencies, tourism development organizations, Chambers of Commerce and others, to promote and support their efforts.	<p>ECSU will establish the Center for Entrepreneurship, which will store and distribute information relevant to the establishment and growth of a business. This Center will build on the University's recent efforts to establish a portal for economic development outreach throughout the region. The duties and responsibilities of the Center will include the following:</p> <ul style="list-style-type: none"> - Develop, publish, and distribute a Directory of Entrepreneur Resources - Collect, maintain, and provide information regarding the successful establishment and operation of a business. - Conduct courses and seminars on topics of interest to the entrepreneur. - Provide assistance to individual businesses through ECSU faculty advisors and students interns. - Provide seminars and information on business ethics, capital acquisition, financial topics, basic economics, and investments. - Partner with the Small Business Technology Development Center (SBTDC) and other business entities. 		●	●	●	
	ECSU, building on the Center for Entrepreneurship, will establish a Business and Virtual Entrepreneurial Incubator Facility. It will increase the probability of business success by providing reasonable accommodations at a reasonable cost for a limited time, some administrative assistance, and proximity to technical expertise.		●	●	●	

ACADEMIC AFFAIRS

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will strengthen its relationships with local governmental agencies to promote and support community development initiatives.	ECSU, through its Center for Entrepreneurship, will coordinate the development/implementation of a strategic plan for the economic transformation of the area under a “select group” chaired by a university member and comprised of equal representation from the university and the community.		●	●	●	
	ECSU will support faculty, staff, and students in research, program development, and educational experiences that affect sustainable economic growth in the region.		●	●	●	●
	ECSU will enhance economic development in northeastern North Carolina through the International Cooperative Biodiversity Group (ICBG). This program integrates drug discovery from natural products with conservation of biodiversity and scientific and economic development in host countries. The program is jointly funded by the National Institutes of Health, the National Science Foundation, and the Foreign Agriculture Service of the USDA.		●	●	●	●
	ECSU will develop a certificate program in Entrepreneurship.				●	●
	ECSU will expand and establish the University’s audio and video recording services as an economic development, marketing, and promotional resource.	●	●	●	●	●
	ECSU will develop a Leadership Academy.	●	●	●		
	ECSU will establish Advanced Study Programs to meet the needs of business and industry.	●	●	●	●	●
	ECSU will assist existing business and industry to develop and enhance training programs.	●	●	●	●	●
	ECSU will expand cooperative entrepreneurial outreach throughout the service territory and meet current and future professional development and training needs	●	●	●	●	●

ACADEMIC AFFAIRS

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
	ECSU will institute a UNC System Air Transportation Program to provide air transport services to constituent universities, provide educational and employment opportunities for ECSU students and graduates, and attract addition aviation companies to the region.				●	●
	ECSU will develop a master database of aviation companies and airports in the region, including Tidewater, Virginia.		●	●		
	ECSU will develop regional recruitment and retention strategies for aviation companies.	●	●	●	●	●
	ECSU will increase internship opportunities for ECSU and COA students.	●	●	●	●	●
	ECSU will establish partnerships and collaborative efforts with the community colleges in the service territory and southside Virginia to increase the number of transfer students.	●	●	●	●	●
	ECSU will support the development of an Aviation Research and Development Park at the Elizabeth City Regional Airport.	●	●	●	●	●
ECSU will continue to promote the arts and cultural enrichment in all regions of the state.	ECSU will establish an artistic Incubator.		●	●	●	●

Targets: 2009 – 2014

Our Environment: ECSU will be proactive in collaborating with its community partners to improve the quality of life for current and future generations in northeastern North Carolina by addressing climate change, sea-level rise, and other environmental issues critical to the region.

BUSINESS & FINANCE						
OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
The University, its people, and its community will collaborate in formulating environmental policies and programs that promote research, education and responsible stewardship of our natural resources and surroundings.	ECSU will focus more research into the use of solar panels.	●	●	●	●	●
	ECSU will develop and implement incentives for students, faculty, and staff to walk or ride bikes on campus.		●	●	●	●
	ECSU will partner with East Carolina University and the Association of Environmental Health Academic Programs for 3 + 2 partnerships in Environmental Health to increase diversity in the Environmental Health workforce.		●	●	●	●
	ECSU will partner with UNC Wilmington to co-teach Environmental Marine Science and Marine Biology courses to increase the number of students in Marine Science, develop collaborative research studies, and establish a bridge program into UNCW's graduate programs in marine biology.		●	●	●	●
	ECSU's Office of Environmental Compliance, once established, will develop and maintain a website that will be a communication tool for the community and the university. This office will explore collaborative initiatives with College of the Albemarle, UNC Coastal Studies Institute, and Northeast North Carolina Commission Agricultural Biotech Alliance.		●	●	●	●

BUSINESS & FINANCE

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will strive to create a sustainable campus that minimizes its impact on the environment.	ECSU will expand the campus recycling program to include paper, plastic, aluminum, glass, and metal.	●	●	●		
	ECSU will develop a campus-wide educational program on recycling.	●	●	●		
	ECSU will develop an ECSU energy plan that will include sub-metering.	●	●	●		
	ECSU will install solar panels for heat and hot water heaters where possible.			●	●	●
	ECSU will increase water conservation by metering of water used per building on campus and through the installation of low flow shower heads and toilets.	●	●	●	●	●
	ECSU will incorporate flex-fuel and hybrid vehicles in the ECSU motor pool.		●	●	●	●
	ECSU will establish a permanent Campus Sustainability Committee. Comprised of term representatives from the faculty, staff, and student body, with permanent representation from Safety, Student Health, Food Services, Facilities Management, and Residential Life, the committee will serve as the campus-wide advisory group on environmental issues	●	●	●	●	●
	ECSU will establish an Office of Environmental Compliance under the Office of Facilities Management with a full-time director to organize and supervise recycling and conservation efforts on campus. This Center will develop a comprehensive educational program to augment and support recycling and conservation efforts campus-wide.		●	●	●	●

ACADEMIC AFFAIRS

ECSU will strive to be a leader in the region in addressing climate change and in promoting sustainable, "Green" economic development.	ECSU will implement the Northeastern North Carolina Green Economy Initiative funded by the North Carolina Rural Center with the goal of establishing ECSU as a regional hub for Green Economy-related research, education, and economic development.	●	●	●	●	●
--	--	---	---	---	---	---

Targets: 2009 – 2014

Our University's Outreach and Engagement: ECSU will be more progressive in integrating outreach and engagement into its academic and support services to enrich students, faculty, staff, and citizens of northeastern North Carolina.

INSTITUTIONAL ADVANCEMENT						
OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU advocates a comprehensive model of outreach and engagement that fosters partnerships and collaborations to develop, disseminate, apply, and build upon knowledge for the benefit of the community at large.	ECSU will seek additional funds to continue and expand Port Discover: Northeastern North Carolina's Center for Hands-On Science., Inc. The mission of Port Discover is to enhance the public's understanding and enjoyment of science through interactive and engaging exhibits, programs, and activities for people of all ages.	●	●	●	●	●
	ECSU will seek additional funds to continue and expand the programs of the ECSU Planetarium.	●	●	●	●	●
ACADEMIC AFFAIRS						
	ECSU will establish a regionally-focused Needs Assessment Committee comprised of representatives from different schools and the community, which will conduct needs assessments in northeastern North Carolina through regional needs assessment forums and consultations with leading research institutions.		●			
	ECSU will distribute mailers to the county community and the 21-county service region regarding university course offerings, degrees, and schedules for each semester.	●	●	●	●	●
INSTITUTIONAL ADVANCEMENT						
	ECSU will explore and expand where possible its television program offerings through collaboration with the University of North Carolina Center for Public Television.	●	●	●	●	●

INFORMATION TECHNOLOGY

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
	ECSU will revise its website to include links to current campus research initiatives.	●	●			
	ECSU will revise its website to include links with other UNC campus websites and UNC-GA on the ECSU home page.	●	●			
	ECSU will revise its website to include a Community link providing information for renting or reserving facilities such as the Bowling Center, K.E. White Graduate Center, swimming pool, gym, Fine Arts Auditorium, Planetarium, etc.	●	●			
	ECSU will develop and install ECSU information kiosks in various community locations such as the public library, Southgate Mall, YMCA, hospital, etc. to display information about the university.		●	●		

INSTITUTIONAL ADVANCEMENT

	ECSU will advertise the university and degree program offerings on displays at the Norfolk/Virginia Beach International, Newport News/Williamsburg, and Raleigh/Durham International Airports.		●	●	●	●
	ECSU will explore initiatives to increase interaction with faith-based organizations.	●	●	●	●	●
ECSU is committed to developing and providing educational experiences involving community engagement for students.	ECSU's Office of Community Development and Outreach will develop a student-community engagement program.	●	●	●	●	●

ACADEMIC AFFAIRS

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU is committed to developing and fostering a high standard of public service by the campus community.	ECSU will develop a comprehensive workload policy for faculty and staff that provides clear instructions for the distribution of workload related to outreach activities.	●				
	ECSU will establish a recognition and awards program for outstanding, innovative, and creative outreach and engagement activities.	●				
	<p>ECSU will establish an Office of Community Development and Outreach under the Division of Academic Affairs that will:</p> <ul style="list-style-type: none"> - Serve as a collection and clearing house for all university collaborative initiatives. - Provide professional development workshops, consultation for new projects, information to support outreach and engagement work, and suggestions for community involvement. - Develop promotional materials disseminated via print, video, and online newsletters, and interactive website. - Maintain active networking with alumni and other institutions and enterprises. 		●	●	●	●

Targets: 2009 – 2014

Our Health: ECSU will reduce disparities in health by strengthening the health services and available resources for citizens in northeastern North Carolina.

ACADEMIC AFFAIRS						
OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU is strongly committed, through research, program development, and outreach, to the generation and application of health-related knowledge.	ECSU will continue and expand where possible joint research projects with the University of Zululand to reduce tobacco use among college students at both campuses. The projects are part of the International Tobacco and Health Research and Capacity Building Program that encourages trans-disciplinary approaches to the international tobacco epidemic to reduce the global burden of tobacco-related illness.	●	●	●	●	●
	ECSU will seek to establish faculty/student exchanges in pharmacy clinical rotations and research collaborations with the University of Limpopo-Medical University of South Africa.	●	●	●	●	●
	ECSU will seek external funds to develop and institutionalize a pilot Health Careers Academy Program.	●	●	●	●	●
	ECSU will seek to leverage university assets to attract and expand business ventures and opportunities in the Biotechnology field throughout the service territory.	●	●	●	●	●
	<ul style="list-style-type: none"> - ECSU will seek to establish a Pharmacy/Biotechnology Research Park. - ECSU will publish and distribute the ECSU Biotechnology Resource Directory to include university resources and services, as well as external service providers. - ECSU will participate in Northeast NC advisory boards, client meetings, and other recruitment and retention efforts. - ECSU will increase collaborative research partnerships with UNC constituents and other private and public institutions across the nation, particularly neighboring states. 	●	●	●	●	●

ACADEMIC AFFAIRS

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
	ECSU will seek external funding to develop and implement a healthcare team services training program.	●	●	●	●	●
	ECSU will assist existing business and industry to better manage their healthcare costs.	●	●	●	●	●
	ECSU will seek to increase healthcare access by providing information and services by web-based sources or physical drug information centers.	●	●	●	●	●
	ECSU will seek external funding for the ECSU Drug Disposal Project that will tell Pasquotank County residents how to dispose of their prescription and over-the-counter drugs and personal care products.	●	●	●	●	●
	ECSU will seek funding to continue and expand the existing continuing education programs for pharmacists and pharmacy technicians in northeast North Carolina.	●	●	●	●	●
	ECSU will seek to establish a Partnership with the College of the Albemarle and ECU School of Nursing for 2 +2 and RN-to-BSN programs modeled, in part, after the Pharmacy Partnership Program		●	●	●	●
	ECSU will seek to establish an "Elizabeth City" Area Health Education Center (AHEC) or expansion of the Eastern AHEC to include an Elizabeth City "subhub" that will enhance opportunities for training health professionals in northeastern North Carolina.		●	●		
	ECSU will seek to develop pharmacy residency programs to advance pharmacy practice in the region. This will also increase the number of "student months" available for training and add teaching assistants for the second and third professional years of the PharmD Pharmaceutical Care Lab.	●	●	●	●	●

ACADEMIC AFFAIRS / STUDENT AFFAIRS / INSTITUTIONAL ADVANCEMENT

OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU is committed, through outreach and other activities, to fostering health awareness among the campus community and the citizens of the region.	ECSU will continue and expand where possible the ECSU Health Resource Center (HRC), a partnership with the Elizabeth City Housing Authority to reduce health disparities through risk reduction related to diabetes, cardiovascular disease and obesity.	●	●	●	●	●
	ECSU will continue and seek funds to expand the Pharmacy Partnership Community Outreach Program in which Doctor of Pharmacy candidates participate in community events as part of the curriculum.	●	●	●	●	●
ACADEMIC AFFAIRS						
ECSU is committed to developing partnerships with local health service providers, scholars, organizations, and other institutions concerned with the health of the region's citizens.	ECSU will seek additional funds to continue and expand the ECSU Drug Information Center sponsored in part by the Glaxo-Smith-Kline Foundation. The Center provides drug information services to health care professionals in northeastern NC and southeastern VA and serves as a resource and educational outreach site for students and the community.	●	●	●	●	●
ACADEMIC AFFAIRS / STUDENT AFFAIRS						
ECSU is committed to fostering a healthy and fully health-aware campus community.	ECSU's Viking Wellness Program will develop nutrition education programs for faculty, staff and students.	●	●			
ACADEMIC AFFAIRS						
	ECSU will incorporate a "coffee house" style atrium/food court with healthy food choices into new library.					●

Targets: 2009 – 2014

Our Diversity: ECSU seek diversity in all aspects of University life.

ACADEMIC AFFAIRS						
OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will continue to promote an international perspective throughout the University community to prepare citizens to become leaders in a multi-ethnic and global society.	These targets are addressed in a variety of earlier goals, including Global Readiness.	●	●	●	●	●
ECSU will continue to develop an ever increasing multi-cultural, multi-racial, and international faculty.		●	●	●	●	●
ECSU will continue to update academic components that will lead toward internationalization of the curricula.		●	●	●	●	●

Targets: 2009 – 2014

Our Graduates: ECSU will produce graduates that are prepared for leadership roles and lifelong learning in a global society.

ACADEMIC AFFAIRS						
OUTCOME	STRATEGY	2009 2010	2010 2011	2011 2012	2012 2013	2013 2014
ECSU will educate students who will be competitive in the 21st century.	ECSU will enact policies and procedures to provide technical support for research and grant-related opportunities and activities for students.	●	●	●	●	●
ECSU will attract and retain exceptional faculty/scholars that can create educational experiences that will lead to graduates prepared for leadership roles.	ECSU will endeavor to offer competitive salaries and benefits, and research support to attract and retain faculty.	●	●	●	●	●
	ECSU will continue and enhance existing faculty mentoring and development programs.	●	●	●	●	●

APPENDICES

APPENDIX A: SHARED GOVERNANCE

Shared governance suggests a general commitment by students, faculty, staff, administrators, and trustees to work jointly to improve the university. Shared governance embodies mutual respect and collegiality in the university community for support by all members. The campus community values shared governance, trusting that a collective intellect enables the university to make sound decisions, and that getting consensus about decisions enhances unity, which creates a stronger institution and helps it achieve its goals.

Elizabeth City State University Board of Trustees

The ECSU Board of Trustees consists of 13 persons chosen as follows: (a) eight elected by the Board of Governors, (b) four appointed by the governor, and (c) the president of the Student Government Association. The Board is responsible to the Board of Governors for all matters pertaining to ECSU and serves as advisor to the Chancellor concerning the management and development of ECSU.

Dr. Harold E. Mitchell, *Chairman*
Mr. Calvin R. Worsley, *Vice Chairman*
Mrs. Norma M. James, *Secretary*
Mr. Jacob A. Hartsfield, IV
Mr. Norman L. Mebane, Jr.
Dr. Paul A. Norman
Ms. Cynthia Rogers

Mr. Abdul Sm. Rasheed
Mr. Richard E. Rogers
Rev. Ernest R. Sutton
Ms. Virginia S. Tillett
Miss Illiana B. Thomas, *President SGA*
Ex-Officio Member

Chancellor of Elizabeth City State University

Subject to policies established by the Board of Governors, the Board of Trustees, or the President and as stipulated in **The Code**, the Chancellor is the leader of and the official spokesperson for the institution; shall promote the educational excellence and general development and welfare of the campus; and shall define the scope of authority of the faculties, councils, committees, and officers of the institution.

All projects, programs, and institutional reports to be undertaken on behalf of the university shall be subject to the Chancellor's authorization and approval.

Chancellor's Cabinet

The Chancellor's Cabinet represents the senior leadership on the campus. The purpose of the Cabinet is to inform and advise the Chancellor with updated information on all activities, policies, and matters related to the well-being of the university. In addition, the Cabinet members coordinate joint events and program activities for a seamless operation. On occasion, potential decisions are discussed prior to presentation to one of the councils.

Willie J. Gilchrist, *Chancellor*

William Smith, *Vice Chancellor,
Institutional Advancement*

Gwen Sanders, *Executive Assistant to the Chancellor*

H. Bernetta Brown, *Attorney*

Ali Khan, *Vice Chancellor, Academic Affairs & Provost*

Damon R. Wade, *Interim Director, Institutional
Effectiveness, Research, and Assessment*

Ernie Murphrey, *Interim Vice Chancellor, Business
and Finance*

Anthony Adade, *Chief Information Officer*

Anthony Brown, *Vice Chancellor, Student Affairs*

Robert Gaines, *Special Assistant to the Chancellor*

Faculty Senate

Article II of the Constitution of the Faculty Senate outlines its purpose: “. . . to participate fully in the formulation, implementation, and review of the University's policies and regulations that are of faculty concern. The Senate will work to *promote and encourage* among faculty, students, administrators, and Board of Trustees an atmosphere of understanding, trust, and unity of purpose that will foster an effective, efficient, and an enlightened University.”

Staff Senate

The Elizabeth City State University Staff Senate serves as an advisory body to the university chancellor on issues of importance to SPA and EPA non-faculty employees. By serving on the Administrative Council, the Senate participates in decisions concerning the various aspects of university operations. Efforts to improve staff efficiency and accountability are demonstrated through input regarding policies, mandated workshops, training and/or seminars. The Staff Senate has delegates who serve on The University of North Carolina Staff Assembly. This assembly, consisting of all 17 constituent institutions of The UNC System, represents staff employees regarding mutual issues and concerns and work together to implement effective resolutions. The goal of the Staff Senate is to ensure that we are valued as employees, and be active participants in the shared governance of Elizabeth City State University.

Student Government Association

The Elizabeth City State University Student Government Association functions within the domain of educational growth as representatives to: (a) commit themselves to their educational endeavors; (b) embrace responsibility as the key to individual truths; (c) dedicate themselves to undiscovered challenges; and (d) gain unequalled competitiveness and unending knowledge.

Chancellor's Administrative Council

Willie J. Gilchrist <i>Chancellor</i>	Patricia Gibbs <i>Sponsored Programs Director</i>
Gwen Sanders <i>Executive Assistant to the Chancellor</i>	Charles Hall <i>Design and Construction</i>
Robert Gains <i>Special Assistant to the Chancellor</i>	Murel Jones <i>Dean, School of Arts and Humanities</i>
Ali Khan <i>Vice Chancellor, Academic Affairs & Provost</i>	Thurlis Little <i>Athletics Director</i>
Ernie Murphrey <i>Interim Vice Chancellor, Business and Finance</i>	Sylvia Mason <i>Dean, School of Education and Psychology</i>
Anthony Brown <i>Vice Chancellor, Student Affairs</i>	David Bejou <i>Dean, School of Business and Economics</i>
William Smith <i>Vice Chancellor, Institutional Advancement</i>	Joyce Shaw <i>Staff Senate</i>
Donna James-Whidbee <i>Acting Director of Human Resources and Payroll</i>	Pattie Smith <i>Internal Auditor</i>
H. Bernetta Brown <i>Attorney</i>	John Dixon <i>Faculty Senate</i>
Anthony Adade <i>Chief Information Officer</i>	Harry Bass <i>Dean, Math, Science and Technology</i>
Damon R. Wade <i>Interim Director, Institutional Effectiveness, Research, and Assessment</i>	Monette Williams <i>Dir. Enrollment Management and Retention</i>

Strategic Planning Council

Anthony Sharp	Deborah Branch
Illana Thomas (SGA President)	Patricia Gibbs
Murel Jones	Scott Bradshaw (Co-Chair)
Janice Baker	John Dixon
Damon Wade (Co-Chair)	Barbara Johnson (Ex-officio)
Anthony Brown	Ali Khan (Ex-officio)
John Luton	Joyce Shaw
Ebere Oriaku	Anthony Adade
Flora Brown	

APPENDIX B: ORGANIZATIONAL STRUCTURE



